

## **ASSESSMENT OF LEADERSHIP STYLE AMONG HOSPITALITY BUSINESS IN ABUJA**

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### **ABSTRACT**

Leadership is a key factor for the success of business. The main objective of this study is to assess the leadership style employed by various hospitality businesses with a view to determine the most efficient and effective leadership style suitable for the sector that could lead to success in other to curb or reduce failure of hospitality business. Data were collected from twelve hospitality organizational units cutting across directors, managers, and supervisors, through a survey questionnaire carried out in hospitality facilities made of four numbers each of the three different grade of the hospitality industry in Nigeria (five star, three, one). Data gathered was analysed using weighted mean factor and component bar chart. Also focus group discussion was employed to strengthen and collaborated evidence and findings from field observation by the author. The finding shows that amongst the various leadership styles used in the hospitality industry, transformational leadership is most effective for the industry. The study recommended that for hospitality business to be successful, it must adhere to keeping good staff, gain employee and guest/customers loyalty that improve their market share. The transformational leadership style has the highest degree of positive effect on hospitality sector that can produce business success result for the industry.

Key words: Leadership, Hospitality, Service, Transformation.

### **1. INTRODUCTION**

The importance of leadership to the success of business cannot be over emphasized, as leadership is said to be a key factor for the success of business. The hospitality industry are services oriented business that renders both products and services to guests or visitors from within and outside their environment, the hospitality business is seen as the people business. Providing hospitality which implies offering welcoming environment to visitors/guest, this without doubt must involve people in the operations of the business. The hospitality industry comprises business whose primary activities are the provision of accommodation, selling of food, beverages for consumption on the premises and provision of entertainment. (Ofobruku, Kamoli and Amagbkhen. 2012).

Hospitality industry in Abuja have witness some failure of hospitality businesses over time while some new ones spring up, some fail while some survives, some others have been there successful and are doing well, expanding and succeeding (Ofobruku and Obia. 2012). The need to study the

leadership style in hospitality business and how it impact on the success of business in Abuja is pertinent to this study, to underpin the leadership style employed by hospitality business that are successful and develop a model for leadership in hospitality business, so as to ensure quality leadership and also enable entrepreneur in the business arrest or reduce the high failure rate of hospitality business. Leadership in this study is considered to be organizational office holders of responsibility, which are made up of managing directors, general manager, managers, and supervisors. The research examines how this various leadership style can impact on the performance and success of the hospitality business.

The research hypothesis to be tested in this study is stated below:

**H<sub>0</sub>: Leadership styles have no impact on the hospitality business**

**H<sub>0</sub>: All leadership styles are not relevant to the hospitality business**

## **BRIEF HISTORY OF HOSPITALITY INDUSTRY IN NIGERIA**

The colonial master introduce hospitality industry in Nigeria by the establishment of catering guest houses in 1920s (Nigeria Railway Caterers Ltd.) and other catering guest houses across the country in the 1950s marked the beginning of what turned out in the later years to form the genesis of formal hotel business in Nigeria. The early hotels were owned by government.

The importance of the growth and development in number and quality of hotels in Nigeria cannot be over emphasized based on the central role of hotels played in the development of the tourism industry of a nation. Hotels account for about 50% of the tourism expenditure and the availability of comfortable and safe accommodation constitutes a central point in a tourist's decision to visit a particular destination. It is for this reason that countries around the world are expanding and adapting their hotels to satisfy the "*home away from home*" market in the hotel.



FIGURE 2 DIAGREM OF Nigeria

## STUDY AREA

Abuja officially became Nigeria's capital in December 1991, following relocation from the former capital Lagos. It is one of Africa's few purpose built cities (Jibril, 2006; BBC, 2007; Adama, 2007). The City was designed to serve as a model to other Nigerian cities in the way utilities and services are managed. It has been reported that the population in some areas in Abuja is growing by as much as 20-30% per annum (World Bank, 2000; Jibril, 2006). Abuja, Nigeria's capital City is located at the geographical centre of the country approximately at latitude  $9^{\circ} 12'$  north of the equator and along longitude  $7^{\circ} 11'$  east of the Greenwich Meridian (Adama, 2007). Abuja has an estimated population of 1.4 million people (National Population Commission, 2008). It has a total land area of approximately 713 km<sup>2</sup>. The climate is generally tropical and it has largely tropical savannah vegetation except for the southern fringes covered by secondary rainforest vegetation. Total annual rainfall in the City averages 1100 mm



**FIG.1 DIAGRAM OF THE STUDY AREA**

## **Literature Review**

There are many contending views or definition of hospitality business. This is so, because hospitality is a complex activity that cuts across different sectors and discipline. The concept and explanations provides a congruent point.

## **CONCEPT OF HOSPITALITY BUSINESS**

Hospitality business date back to many century ago into the period of inn-keeping, the term was gotten from the latin word HOSPE, which imply host or guest and hospitium, which imply guest chamber, inn or quarter (Chon and Sparrow, 2000). Hospitality business is perceive or seen as

the commercial activities which offer consumers accommodation, means and drinks when out from home while promoting a welcome, warm friendly experience that benefits travelers (George, 2001).

Rundell (2007) defined hospitality as friendly and generous behavior towards visitors and guests, intended to make them feel welcomed: food, drink, room and entertainment given to customers by a company or organization. Another scholar Cooper et al (1996) in educating the Educators in Tourism gave the definition of hospitality which stated that hospitality is a combination of physiological and psychological elements with security and level of service. Hospitality is concerned with the provision of physiological and psychological comfort within defined levels of services.

The primary interesting elements is that of the social relationship fostered by the warm, friendly, welcoming, courteous, open, generous behaviors, of host creating the hospitable social environment. This promotes the positive feeling of security and comfort created by physical structure, design, décor and location of facility. Finally, the provisions of accommodation facilities to sleep, eat, relax and wash, together with the supply of beverage, service and entertainment. The Hotel Proprietors Act of 1956 of the United Kingdom defines a hotel as “an establishment offering food, drink and sleeping accommodation if so required to any traveler who appears able and willing to pay for services and facilities provided. This implies in common law, a hotel must offer:

- Food
- Accommodation to its guest
- Liability for the property of guest
- Conform to public health and safety regulations
- Provide high standard of cleanliness and socialization.

The term hospitality emerges as the way hotelier and caterers would like their industry to be perceived. It conveys an image that reflects the traditions of service that goes back over many centuries. In 1987, the hotel catering and institution management association, the industry professional association changed the name of its Journal to Hospitality, likewise in 1991, the British Hoteliers, Restaurateurs and Caterers Association, the United Kingdom Industry's main trade association changed its name to the British Hospitality, this has also been adopted by educators so that most, if not all universities and colleges now offer courses on hospitality management (Jones, 2002).

### **Concept of leadership**

Leadership have been define in different way by various scholar, there seems not to be an agreed single definition but almost all literature Concord to the essential denominator of leadership that is the ability to influence others to do things. The critical aspect of management process is the effective co-ordination of the activities of human, by efficiently directing all their efforts towards

achieving the goals and objective. A key feature of business performance are mainly based on the extent the leadership can influence human activities and effort towards the goals of the organization

Leadership involves the ability or capability to influence and organize meaning for members of staff or subordinate of the organization. Leadership is the process whereby a person influence the group of subordinate towards achieving the group goals within an organization, this involve encouraging and inspiring individuals and teams to put in their best towards achieving desired result for the organization the main purpose is to gain three main objective.

- ❖ Communication and cooperation of the team.
- ❖ Get group into positive action to achieve organization vision and objective
- ❖ Make the best use of the skill, knowledge, energy and talents of the team.

Different scholars have defined leadership in various ways and gave many interpretations as to the meaning of leadership. Leadership is defined as influence, that is, the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals (Koontz and Weihrich 1994). Another way of defining leadership which has been aptly qualified as 'Managerial Leadership' sees it "as the process of directing and influencing the task related activities of group members (Stoner, Freeman & Gilbert, 2000). Another scholar, Cole (2005) conceptualised leadership as a dynamic process at work in a group whereby one individual over a particular period of time and in a particular organisational context influences the other group members to commit themselves freely to the achievement of group tasks or goal

Mullins (2010) define leadership as the relationship through which one person influence the behavior or actions of other people this means that the process of leadership cannot be separated from the activities of group and effective team building based on the interpretation of what leadership is and means, hospitality business cannot be successful without good understanding of leadership style and how best to employ or apply them. Armstrong (2009) stated that leadership style could also be called management style and further pointed out that it covered the approach managers used to with people in their teams. Scores of management scholar are in agreement that effective leadership style is a factor in organizations success and the appropriate leadership style will produce better performance in organizations (Lahovichien et al 2009: Turner et al 2005; Podsackoff et al 1990).

The study relied on the leadership style classification as given by Armstrong (2009)

Charismatic: leaders rely on their personality, their inspirational qualities and their 'aura'. They are visionary leaders who are achievement-oriented, calculated risk takers and good communicators.	Non-charismatic leaders: rely mainly on their know-how (authority goes to the person who knows), their quiet confidence and their cool, analytical approach to dealing with problems.
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Enablers: inspire people with their vision of the future and empower them to accomplish team goals.	Controllers: manipulate people to obtain their compliance.
Transactional leaders: trade money, jobs and security for compliance.	Transformational leaders: motivate people to strive for higher-level goals.
Autocratic leaders: impose their decisions, using their position to force people to do as they are told	Democratic: leaders encourage people to participate and involve themselves in decision taking

#### **1.4. METHODOLOGY**

As Bryman (1988) pointed out, aggregation of knowledge almost always follows two paradigms (1) quantitative (positivist), (2) qualitative (interpretive) approaches. Leadership's style investigation has a very broad outlook overlapping several academic disciplines from the management to the social sciences.

A survey questionnaire was employed in this study because it was well suited to the descriptive and correlative nature of the study the questionnaire collected quantitative data of 150 persons from the hospitality industry who agreed to participate in the research, but only 109 completed questionnaires were returned, and 9 questionnaires were discarded as incomplete. The data collected were useful in measuring the identified variables and testing the specified hypotheses (Nachmias and Nachmias, 2009) of the study, most of the data generated from the questionnaire survey were ordinal in nature (responses were mainly ratings measured on the Likert scale).

The focus group research method was also employed. The purpose of the focus group discussion was to strengthen and collaborate evidence and findings from field observation by the author. Participants in the group discussion were randomly drawn from the three groups, in terms hospitality business grading of Nigeria hospitality organization. The main factors considered while selecting participants were:

- Knowledge of the subject.
- Spread, in terms hospitality grading.

The process for recruitment of participants involved sending a formal invitation letter and subsequently a telephone confirmation of attendance when requested by the participant.

##### ***Focus Group Design:***

The objectives of the Focus Group Discussion were:

- a) To provide a platform for stakeholders to discuss the various leadership style in the hospitality industry.
- b) To strengthen evidence and findings from the field observations by the author.

The FGD provided a relaxed and semi-formal atmosphere that encouraged participants to freely air their views on the subject. A mix of small group activity exercises and full group discussion was adopted. General introduction, a small group exercise was conducted to determine participants' levels of understanding of the subject, participants were divided into two groups of four discussants each ensuring that people who might know each other were separated after which a full group discussion was held with the author acting as facilitator.

#### **Discussion and result**

A total of 150 questionnaires were administered to stakeholders in hospitality industry, as research instrument to collect primary data from the respondents and 109 questionnaires were returned out of which 9 were invalid (not properly filled) leaving a total amount of 100 questionnaires as 66.7% effective response rate.

**Table A**

**H<sub>0</sub>: Leadership styles have no impact on the hospitality business**

S/N	Leadership effect assigned weights	SA	A	UD	D	SD	TOTAL
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	
1	Leader style count in hospitality business	43	55	2	-	-	100
2	Leadership style are apply able in hospitality business	35	60	3	2	-	100
3	Leadership style plays significant role hospitality business	30	67	2	1	-	100
4	Leadership style can reduce risk in hospitality business	30	67	2	1	-	100
5	No successful operations without appropriate Leadership	27	70	3	-	-	100
6	Leadership style used to boost hospitality business	25	75	-	-	-	100
7	Leadership style can increase gain in business	40	56	2	2	-	100
8	economic benefit outweighs cost	29	61	5	2	3	100

From the response of the respondents regarding **section A**, the likert 5 point scale where analyzed with the assumption that the scale is linear, of equal intervals and follows an approximately normal curve, an average distribution of values or weights assigned to the scales 5,4,3,2 and 1 to represent strongly agree (SA), Agree (A), undecided (UD), Disagree (D) and



strongly disagree(SD) respectively. The weighted average method will be applied to ascertain the mean weighted value for each of the scale and subjected to **inferential** statistical test.

### TEST OF HYPOTHESES

The hypothesis will be analyzed from respondent's opinion in section B of the questionnaire. The likert 5 point scale is analyzed with the assumption that the scale is linear. Weights (1, 2, 3,4and5) are assigned to the various element of the scale according to the order of influence or agreement with the questions. The simple weighted average are calculated for each of the elements and total average are calculated for each of the elements and total average subject to a normal distribution test with a normal curve centre about mean( $\mu$ ) of 3 and variance( $\sigma^2$ )of 2.

$$\mu = \sum x/n = (1+2+3+4+5)/5=3; \sigma^2 = \sum (x - \mu)^2/n = \sum (x - 3)^2/n5 = 2$$

Table B

S/n	Leadership style effects	SA	A	UD	D	SD	Total
	Assigned weights		4	3	2	1	
1	Leader style count in hospitality business	43	55	2	-	-	100
2	Leadership style are applicable in hospitality business	35	60	3	2	-	100
3	Leadership style plays significant role hospitality business	30	67	2	1	-	100
4	Leadership style can reduce risk in hospitality business	27	70	3	-	-	100
5	No successful operations without appropriate Leadership	35	65	-	-	-	100
6	Leadership style used to boost hospitality business	25	77	-	-	-	100
7	Leadership style can increase gain in business	40	56	2	2	-	100
8	economic benefit outweighs cost	29	61	5	2	3	100
	Total	264	509	17	7	3	800
	Proportions	.335	.636	.021	.008	.008	1
	Weights	5	4	3	2	1	

Weighted mean factor=  $\sum_{i=1}^n \omega_i x_i$ , where  $w_i = (w_1 + w_2, \dots, w_n)$ ,

$$\sum_{i=1}^n \omega_i \text{ are nonnegative}$$

The weighted mean factor (wf) is 4.3 which will be subjected to test about the average ( $\mu=3$ ). If the weighted factor is significantly different from the average  $\mu$ , it then implies that the alternative hypothesis ( $H_1$ ) will be accepted and we will then conclude that the leadership style have impact on the hospitality industry.

$$t_{cal} = \frac{(x - \mu)}{\sigma / \sqrt{n}} \quad \mu=3, \sigma=\sqrt{2}, n=8 \text{ and } x = wf=4.3$$

$T_{cal}$  is 2.6 while  $t_{tab}$  at 5% level of significant is 3.336 in the t- distribution table (one-tailed test). Since  $t_{cal}=2.6$  fall within the accepted region, the alternative hypothesis will be accepted and will have to reject the null hypothesis. Base on the above, the finding show clearly that there is a significant different between the two mean. The above showed and affirm therefore that Leadership styles have impact on the hospitality business.

**$H_0$ : All leadership styles are not relevant to the hospitality business**

**To what extent do the following leadership styles impact on the hospitality business?**

**0 = equal to none**

**1 = little**

**2 = moderate**

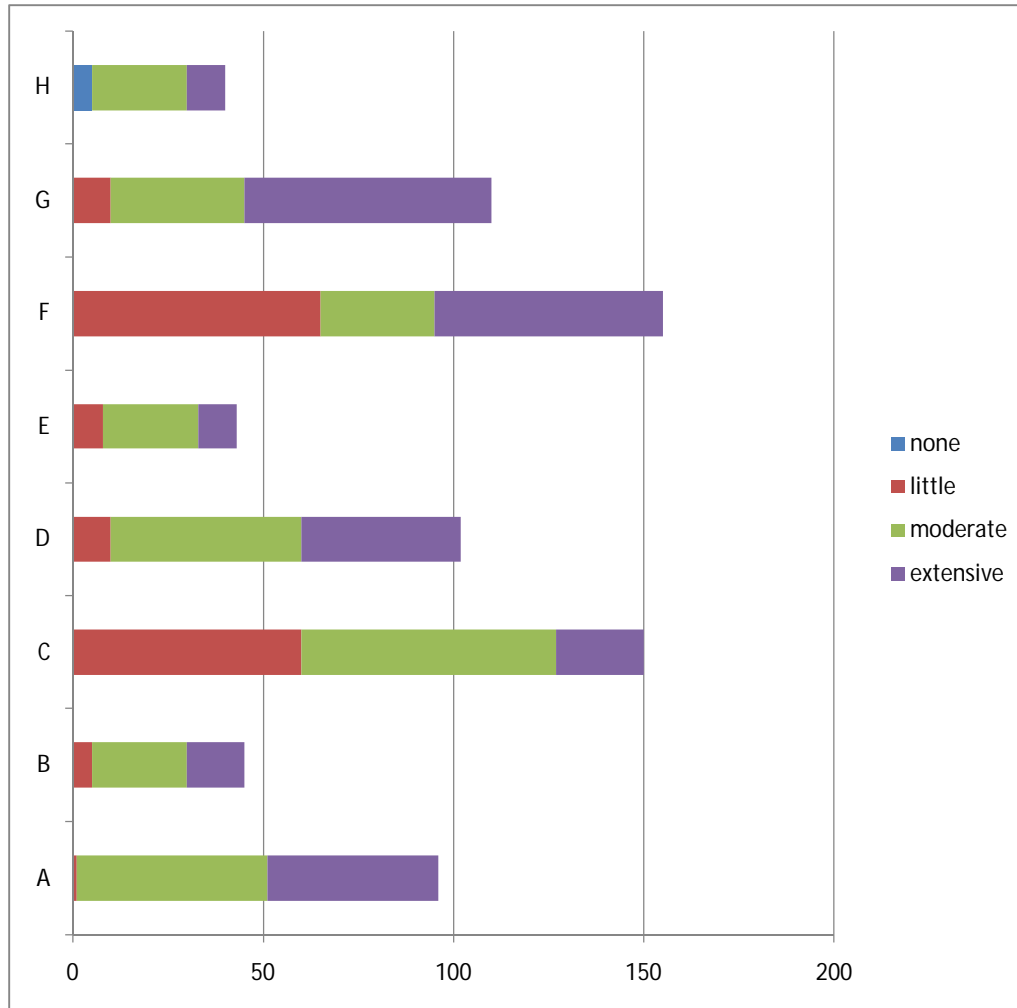
**3 = extensive**

**Table C**

S/n	Leadership style	Categories	0 none	1 Little	2 Moderate	3 Extensive
1	Enablers Leadership Style	A		5	50	45
2	Controller Leadership Style	B		60	25	15
3	Democratic	C		10	67	23

	Leadership					
4	Charismatic Leadership	D		8	50	42
5	Non-charismatic Leadership style	E		65	25	10
6	Transactional Leadership	F		10	30	60
7	Transformational Leadership	G		-	35	65
8	Autocratic Leadership	H	5	60	25	10

The extent to which the above listed leadership styles impact on hospitality business generally were administered as part question in the questionnaire and the degree of response of the respondents were recorded.



From the table above as shown in the bar chart, it is observed that all the leadership styles are relevant in the hospitality Business. It is also important to note that the transformation leadership style has the greatest relevance for hospitality business.

### **Conclusion:**

The pivot of any group, organization or business is leadership. Leadership is the critical element which harnesses other resources for organizational and business success or effectiveness. This research analysed the leadership management style practice in business with particular attention on the leadership style used in the hospitality industry, the several leadership style in used in the hospitality sector in Abuja was highlighted. The study concluded that all leadership style do not all have equal effects on the performance of hospitality business and some have more positive effects than the other, therefore transformational leadership style will be most effective and efficient for hospitality business, it is important to note that transformational leadership has the

highest degree of positive influence on hospitality business that can produce success and positive result for the sector.

### **Recommendations.**

This research study will not be complete without the recommendation of the researched. The Tourism industry in Nigeria and of the world, have been witnessing positive transformation and professionalism in this past years. It is therefore necessary for the entire hospitality sector in Nigeria to adopt appropriate leadership style to simultaneous expand the quality of operations so as to improve the development of the hospitality industry this could only be achieved by employing most suitable leadership style that will enhance the operations, continuity of existing hospitality business and the development of the sector in way to enhance best practice in the provision of services by hospitality works to guest/customers, host community, and shareholder/investor. It is very important to note that no one leadership style that can be adopted by the hospitality industry irrespective of its relevance as all the leadership style have to be adopted in the appropriate mix, it also recommended that transformational leadership style have the highest degree of positive effect on hospitality sector that can produce business success and positive result for the industry.

### **Suggestions for further research**

Considering the fact that leadership is complex. Further research can be made by enlarging the research sample size and more stakeholders for interview so as to form a stronger basis to adjudge the leadership style in whole industry.

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